

September 2, 2009

TO: Tina Coleman and Michelle Bradley

FROM: Holly Platz, SPHR
Director's Review Investigator

SUBJECT: Tina Coleman and Michelle Bradley v. Department of Corrections (DOC)
Allocation Review Request ALLO-08-106

The Director's review of DOC's allocation determination of your tandem position has been completed. The review was based on written documentation. This review covers the six month period prior to January 4, 2007, the date that DOC's Southwest Region Human Resources office received your updated Position Description Form requesting reallocation of your position.

Director's Determination

As the Director's designee, I carefully reviewed all of the documentation in the file including the duties and responsibilities described in your December 29, 2006 Position Description Form and the subsequent clarifying information you provided. I reviewed the versions of the Secretary Administrative class and the Administrative Assistant series, including the Administrative Assistant 4 classification, which were in effect on the date of your reallocation request. Based on my review of the documents, the available and relevant classifications, and my analysis of your assigned duties and responsibilities, I conclude that overall, at the time of your position review request, your position was best described by the Secretary Administrative classification.

Background

On January 4, 2007, DOC's Southwest Region Human Resources office received your Position Description Form asking that your Secretary Administrative position be reallocated to the Administrative Assistant 4 classification. Before DOC responded to your request for review, your positions were placed in the Administrative Assistant 3 classification as a result of the Department of Personnel's classification consolidation efforts.

DOC reviewed your position and by letter dated November 10, 2008, which you received on November 13, 2008, determined that your position was properly allocated to the Administrative Assistant 3 classification.

Subsequently and at your request, DOC conducted further review of your position comparing the duties of your position to the versions of the classifications that were in effect

at the time of your reallocation request. By letter dated November 19, 2008, which you received on November 25, 2008, DOC provided an addendum to their November 10 letter. DOC confirmed their earlier determination that your position was properly allocated.

On December 23, 2008, you filed requests for a Director's review of your tandem position. In your Director's review requests, you asked that your position be reallocated to the Administrative Assistant 4 (AA4) classification.

Summary of Ms. Coleman's and Ms. Bradley's Perspective

Your tandem position is located in DOC's Southwest Region Business Services Center. You report to the Southwest Region Business Manager which is a Washington Management Service (WMS) Band III position.

You contend that you make decisions and take actions on your supervisor's behalf, that you exercise signature authority for administrative correspondence and for expenditures, and that you represent your supervisor at meetings and speak on administrative and policy matters. In addition, you coordinate the GMAP (Government Management Accountability and Performance) process for Southwest Region Business Services; negotiate contracts such as the parking contract with General Administration, the security contract with a private contractor, and the contract for the building lease/maintenance/improvements with a private contractor; and manage and coordinate all public disclosure requests for Business Services. In addition, you argue that you develop improved administrative methods; receive and confer with official visitors and the public; meet with representatives of other agencies; assist your supervisor with investigations; research and compile records, including coordinating confidential employee information; act as the lead worker to office clerical staff; administer the Travel Voucher System for the entire region; and coordinate the recruitment and hiring process for the Southwest Region Business Services. You argue that these duties and responsibilities are outside of the Secretary Administrative classification and that your position should be reallocated to the Administrative Assistant 4 class.

At the time of your reallocation request, Margaret Andreas was your supervisor. In an email dated December 10, 2008, Ms. Andreas stated that she supports the reallocation request and explained that Southwest Region Business Services is a major support location for the agency. Ms. Andreas indicated that she is responsible for 120 business staff at six locations, including the regional office, and she is responsible for business processes including payroll, purchasing, payables and general accounting, for over one-third of the agency. In addition, Ms. Andreas indicated that the office has statewide responsibility for interagency payments as well as a number of centralized payments. As a result, Ms. Andreas believes that her position qualifies as the head of a major sub-division which would support reallocation of your position to the AA4 classification.

Summary of DOC's Reasoning

DOC argues that you coordinate personnel issues for recruitment, selection and appointment actions by scheduling interviews, greeting candidates, and responding to candidates not selected which are secretarial and administrative support duties described by the Administrative Assistant 3 class (formerly Secretary Administrative). DOC contends that while you have an understanding of the process, the applicable rules, and the Collective Bargaining Agreement (CBA) provisions for recruitments, the Southwest Region

Human Resource staff has the ultimate responsibility to ensure that hiring processes are timely, fair, and in compliance with applicable policy, regulations and CBAs.

DOC further argues that ordering safety supplies and other materials is a secretarial and office support function and that coordination of safety and maintenance issues and participation in the parking consortium for the facility are not higher-level administrative duties of a substantive nature unique to the business office. DOC contends that these duties and responsibilities could be delegated or assigned to another position that reports to a different supervisor or manager and that the level of these activities would not necessarily be appropriate to be performed by your supervisor.

DOC explains that your supervisor is responsible for maintaining internal controls in accordance with the Office of Financial Management's requirements and managing the business and warehousing operations within the Southwest Region. Your supervisor ensures the sound administration of funds by providing oversight and support services for business functions in the region including payroll, disbursement, purchasing, general accounting, and budget analyses.

DOC contends that your position supports the work of your supervisor by performing a variety of secretarial support duties, including preparing correspondence, managing and monitoring office supplies, scheduling interviews and meetings/conference calls, completing reference checks, serving as a lead worker for clerical staff, contacting building owners regarding building issues, and ensuring that filing systems and databases are maintained and updated. DOC also contends that you are responsible for coordinating processes such as the Commute Trip Reduction program for the building, compiling and gathering information for the GMAP process, and coordinating or chairing committees within the business office or the building. DOC argues that your duties and responsibilities are administrative and secretarial support functions as described in the Administrative Assistant 3 class.

DOC recognizes that your assignments require you to work independently, give close attention to detail and apply knowledge and understanding of procedures and policy but argues that your duties and responsibilities are not higher-level administrative duties of a substantive nature that are appropriate to be performed by the Southwest Region Business Manager.

DOC acknowledges the volume and quality of the work you perform and recognizes that your performance is exemplary. However, DOC continues to maintain that the best fit for the level and majority of the duties and responsibilities assigned to your position is the Administrative Assistant 3 classification (formerly Secretary Administrative).

Rationale for Determination

The purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available classification specifications. This review results in a determination of the class that best describes the overall duties and responsibilities of the

position. See Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

At the time of your request for review, the Administrative Assistant class series did not contain a class series concept. Rather, the series intent was described in the definition and distinguishing characteristics of the Administrative Assistant 1 level. This series describes positions that provide "para-professional administrative and staff assistance to a professional supervisor by reviewing, controlling, prioritizing and coordinating the work of the supervisor's professional staff; or performs technical work which is directly delegated from a professional position." In relevant part, positions in this series are given formal delegation and regularly exercise the following responsibilities:

- reviewing the work of professional staff for completeness, to assure that input-output is in compliance with laws, rules, policies, procedures and standards;
- controlling the professional staff's work by directing changes, corrections and authorizing exceptions to ensure compliance with the supervisor's schedules and priorities;
- prioritizing the professional staff's workload within established guidelines; and
- coordinating the professional staff's work within an agency, between agencies, with the public and/or other governmental entities.

OR

- performing a technical portion of a professional position's duties that originate directly from the professional position's duties and responsibilities. These duties would encompass a majority of the Administrative Assistant's work.

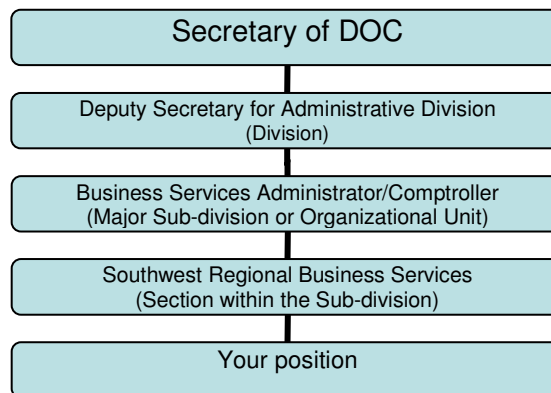
Your position provides administrative and secretarial support to a WMS Band III manager. You coordinate administrative functions on behalf of your supervisor and you perform a variety of secretarial duties in support of your supervisor. You have requested that your position be reallocated to the Administrative Assistant 4 level. The AA4 definition states: "[a]ssistant for administrative matters to the head of a State agency or the head of a major sub-division or major operating location of an agency. Accomplishes varied administrative projects; makes decisions and actions for supervisor in administrative matters."

Your position reports to the Southwest Region Business Manager. The Business Manager oversees management of regional budgets and contracts, and supervises business functions within the region. The Business Manager provides support services to the Regional Administrator, Field Administrators and prison Superintendents for budget purposes and to the region for business functions. Based on the organizational chart you provided, the region also includes five correctional facilities which do not report directly to the Business Manager. Rather, the Business Manager supports the functions of the facilities by managing a variety of business services such as payroll, purchasing, warehousing, payables, and general accounting.

I recognize that the Southwest Region Business Services office is located in a separate location. However, the Business Services office does not encompass the breadth of responsibilities typically found at a major operating location. A major operating location has

the following characteristics: a significant geographical separation from agency headquarters; the location is self-sufficient; in the budget process, the location creates its own budget; and the location has the functional appearance of an agency. Examples of major operating locations are Department of Social and Health Services institutions (for example, Western State Hospital and Rainier School), Department of Veterans Affairs facilities (for example, Soldiers' Home- Orting and Veterans' Home – Retsil), and Department of Corrections facilities (for example, Washington State Penitentiary – Walla Walla and Washington Corrections Center – Shelton).

Your supervisor reports to the Business Services Administrator/Comptroller. Heads of major sub-divisions typically report to an agency deputy director or director. The Comptroller is the head of one of the major sub-divisions that report to the Deputy Secretary (equivalent to a deputy director) for the Administrative Division. The Deputy Secretary is the head of one of the divisions that reports to the Secretary of DOC.



Your position provides administrative and secretarial support to the regional business manager but your position does not report to the head of a state agency, the head of a major sub-division or the head of a major operating location for the agency. Therefore, your position does not fit within the reporting structure required for allocation to the AA4 class.

The class series intent for the Secretary Administrative classification states:

In support of a supervisor and/or staff members, provides secretarial services and assistance for the purpose of facilitating the supervisor's and/or staff members' own work and relieving the supervisor and/or staff members of day-to-day clerical detail. Applies knowledge of supervisor's and/or staff members' work commitments including status of projects and nature of contacts. Secretarial duties include making travel arrangements, scheduling meetings, taking notes and transcribing minutes, screening calls and visitors, keeping supervisor's and/or staff members' calendar(s) and committing supervisor's and/or staff members' time.

You provide assistance to your supervisor by facilitating her work and relieving her of the day-to-day details of the unit. Your position fits within the intent of the Secretary Administrative class.

The definition of the Secretary Administrative class states: "[p]erforms administrative and secretarial support duties for a manager or administrator." You provide administrative support and perform some secretarial duties for your supervisor. Your position fits within this definition.

The distinguishing characteristics of the Secretary Administrative class state:

Performs administrative and secretarial support duties for a manager and/or administrator in Washington Management Service at Band II or above, or in exempt service. With delegated authority, performs higher level administrative duties and/or provides and coordinates administrative support functions for a large unit having multiple supervisors. Higher level administrative duties are duties of a substantive nature that are appropriate to the supervisor's or other professional level class, but have been delegated to the Secretary Administrative to perform. Duties include administering, providing and/or coordinating functions such as budget development and/or management, expenditure control, office space management, public relations, personnel administration, records management, equipment purchases, and report preparation. Establishes and ensures adherence to administrative support procedures. Represents the supervisor's and/or unit's goals and interests. Provides interpretation or explanation of supervisor's policies or viewpoints.

Uses independent judgment to accomplish assignments or solve problems. Responsible for developing new work methods, procedures, or strategies or modifying existing work methods, procedures, and strategies to solve new or unusual problems. Plans and prioritizes work to meet internal and external deadlines. Work is subject to review at the completion stage to determine effectiveness in producing expected results.

Your position is assigned varied higher-level administrative duties as described in the Secretary Administrative class. The Southwest Region Business Services is a large unit and you perform duties of a substantive nature delegated by your supervisor. You administer, provide, and coordinate functions such as budget development, expenditure control, facility management, public relations, report preparation, purchasing, and personnel administration, including coordinating the recruitment process for the region. You represent your supervisor at meetings, develop improved work methods and procedures, and plan and prioritize your work to meet deadlines. Your position fits within the distinguishing characteristics of the Secretary Administrative class.

Most positions within the civil service system occasionally perform duties that appear in more than one classification. However, when determining the appropriate classification for a specific position, the duties and responsibilities of that position must be considered in their entirety and the position must be allocated to the classification that provides the best fit overall for the majority of the position's duties and responsibilities. See Dudley v. Dept. of Labor and Industries, PRB Case No. R-ALLO-07-007 (2007).

In this case, the majority of your duties and responsibilities are administrative and secretarial support duties. At the time of your request for review, your position met the definition and distinguishing of the Secretary Administrative classification. Subsequent to your request, the Secretary Administrative classification was consolidated into the

Administrative Assistant 3 classification. Your position is currently allocated to the Administrative Assistant 3 class and your position is properly allocated.

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to . . . the Washington personnel resources board Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The mailing address for the Personnel Resources Board is P.O. Box 40911, Olympia, Washington, 98504-0911. The physical location of the Personnel Resources Board is 600 South Franklin, Olympia, Washington.

If no further action is taken, the Director's determination becomes final.

cc: Joanne Harmon, DOC
Classification & Pay Team, DOP

Tina Coleman & Michelle Bradley v. Dept. of Corrections (DOC)

ALLO-08-106

List of Exhibits

A. Coleman and Bradley Exhibits

1. Cover letter from Tina and Michelle dated December 23, 2008
2. First filing within HR Request for Director's Review (received by HR 1/4/07)
3. Emails in support to first filing of reallocation to Bonnie Francisco dated November 18 & December 10 2008
4. Request for Director's Review Form Tina Coleman December 23, 2008
5. Request for Director's Review Form Michelle Bradley December 23, 2008
6. Agency Allocation Determination Letter dated November 10 (13) 2008
7. Agency Allocation Determination (addendum) Letter dated November 19 (25) 2008
8. Position Review Request signed & dated 3/4/2008
9. Position Description Received by HR January 4, 2006 (BU45) & (AA4)
Signed and dated 12/2006
10. Position Description for AA3 to AA4 dated and signed March 2008
11. PDF for Margaret Andreas (Supervisor) dated August 2008
12. CQ for Margaret Andreas (Supervisor) dated June 1999
13. Classification Specifications:
 - a) Secretary Administrative (Abolished) (01023)
 - b) Administrative Assistant 1 (Abolished) (09520)
 - c) Administrative Assistant 4 (Abolished) (09560)
 - d) Administrative Assistant 3 (105G)
 - e) Administrative Assistant 4 (105H)

B. Department of Corrections Exhibits

1. Letter dated 1/30/09 from Director's Review program.
2. Memo from Joanne Harmon dated 1/8/09
3. Letter from Employees dated 12/31/08 to the Director's Review program.
4. Letter from the Director's Review program in response to Timely issue.
5. Request for Director's Review form.
6. Reallocation denial letter
7. Position Description-Reallocation Indicated 3/4/08
8. Position Review Request 3/4/08
9. Position Description-Reallocation Indicated 1/4/06
10. Classification Questionnaire Reallocation approved by HR from Secretary Senior to Secretary Admin.
11. Class Specification – Administrative Assistant 3 (105G)
12. Class Specification – Administrative Assistant 4 (105H)
13. Reallocation denial notification letter – Addendum

14. Addendum attachments – abolished job specs for: Secretary Admin, Administrative Assistant 1 and Administrative Assistant 4
15. **EMPLOYEE EXHIBIT - Administrative Services Division Southwest Region Business Service Center Organizational Chart – April 2006 (with 2/25/09 cover memo)**
16. Written Summary and Statement regarding the following: ALLO-08-106 for Tina Coleman and Michelle Bradley

C. Exhibits provided at the request of the Director's Investigator

1. Email from Ms. Coleman and Ms. Bradley dated August 24, 2009, provided in response to investigator's August 13, 2009, request for information, and including one attachment: August 24, 2009 response to HR's written statement
2. Email from DOC dated August 25, 2009, provided in response to investigator's August 13, 2009, request for information
3. August 24, 2009 memo from Ms. Coleman and Ms. Bradley with attached organizational charts provided in response to investigator's August 13, 2009 request for information
4. Class Specification – Administrative Assistant 3 (Abolished) (09540)